

COOPERATIVE IMPLEMENTATION PLANNING, MANAGEMENT AND EVALUATION CONCEPT

Overview

This is the final MNE 5 document on Cooperative Implementation Planning,
Management and Evaluation

Report Documentation Page				Form Approved OMB No. 0704-0188		
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.						
1. REPORT DATE 19 MAR 2009		2. REPORT TYPE Final		3. DATES COVERED -		
4. TITLE AND SUBTITLE MNE 5 Cooperative Implementation Planning, Management and Evaluation Concept Overview				5a. CONTRACT NUMBER		
				5b. GRANT NUMBER		
				5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)				5d. PROJECT NUMBER		
				5e. TASK NUMBER		
				5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) USJFCOM J9 Joint Concept Development and Experimentation, Suffolk, VA				8. PERFORMING ORGANIZATION REPORT NUMBER		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)		
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)		
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited						
13. SUPPLEMENTARY NOTES						
14. ABSTRACT The aim of the Co-operative Implementation Planning, Management and Evaluation paper is to outline an initial concept for the way in which multinational and inter-agency partners might conduct collaborative analysis (assessment), planning, implementation and evaluation for an intervention. The development of, and experimentation with, the CIP/CIME concept within the Comprehensive Approach community has created far-reaching impact on many civilian and military organizations to include the UK Stabilisation Unit and the US Office of the Coordinator for Reconstruction and Stabilization. The concept assertions and results of experimentation suggest that an Interagency Implementation Forum (IFF) be established through which dialogue can take place leading to the development of a country-level, outcome-focused Framework Plan and increased coherence across the activities of various organisations in the field.						
15. SUBJECT TERMS multinational, experiment, MNE, implementation planning, interagency, comprehensive approach, collaboration, shared understanding, stakeholder analysis, monitoring and evaluation						
16. SECURITY CLASSIFICATION OF:				17. LIMITATION OF ABSTRACT UU	18. NUMBER OF PAGES 3	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified				

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Purpose

1. The aim of the Co-operative Implementation Planning, Management and Evaluation paper is to outline an initial concept for the way in which multinational and inter-agency partners might conduct collaborative analysis (assessment), planning, implementation and evaluation for an intervention.¹
2. The concept is based on results of experimentation within the Co-operative Implementation Planning (CIP) and Co-operative Implementation Management and Evaluation (CIME) focus areas as part of Multinational Experiment 5 (MNE 5). It is intended to stimulate discussion across the wider community of interest for the Comprehensive Approach.
3. The paper focuses on activities at the in-region level. The CIP process draws from the direction and guidance provided by the Multinational Inter-Agency Strategic Planning (MNISP) focus area, and will feed and be fed by the CIME focus area. It will also provide the direction to enable organisations' activity and program planning.

Key Results

5. The CIP and CIME concepts have been shaped by a number of assertions. While originally derived from lessons from operations, interviews with representatives from government departments, and a review of academic research, several of the assertions have been supported and confirmed through experimentation. The key assertions are:
 - Collaboration will be based on co-operation rather than command.
 - Individuals must embrace the impact of different partner organisation's cultures.
 - CIP and CIME must draw on local perceptions and priorities.
 - CIP and CIME require a collaborative analysis of the situation.
 - CIP and CIME must be based on the understanding developed over time by those routinely engaged in the region; these organisations and their representatives should be represented within the CIP process.
 - A forum should be provided to enable face-to-face discussion between empowered representatives of the participating organisations; these representatives must be collocated.
 - Before the CIP process starts a stakeholder analysis should be conducted to identify who should be part of the planning process; membership should be reviewed as the situation develops.
 - The process and techniques adopted will be situation-specific but will usually be a combination of existing processes and techniques.

¹ The term intervention is not intended to imply a purely military intervention. It is intended to describe interagency activity by a broad range of actors.

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- Multi-organisation planning and evaluation processes should be enabled by an informed and legitimate facilitation capability.
- The forum will require a single leader.
- Monitoring and evaluation of overall mission progress should be undertaken to learn lessons and improve policy and practice.
- The interagency implementation forum will remain in being throughout the duration of the intervention.

Impact

4. The development of, and experimentation with, the CIP/CIME concept within the Comprehensive Approach community has created far-reaching impact on many civilian and military organizations to include the UK Stabilisation Unit and the US Office of the Coordinator for Reconstruction and Stabilization.

5. The assertions above and results of experimentation suggest that Interagency Implementation Forum (IFF) be established through which dialogue can take place leading to the development of a country-level, outcome-focused Framework Plan and increased coherence across the activities of various organisations in the field.

6. The structure of the Interagency Implementation Forum (IFF) is intended to facilitate joint work amongst organisations. The internal planning and operating constructs of each contributing organisation may remain largely unchanged as a result of the organisation's participation in this forum. National and organisational perspectives, agendas and redlines will need to be considered during IIF work, and it will be necessary for participants to provide feedback to their nations and organisations regarding decisions made in the IIF.

Way Ahead

7. Further experimentation should be conducted in some areas of the Comprehensive Approach including:

- Co-operation of actors within the security sector
- Conduct of co-operative evaluations
- Technical solutions for information sharing
- Aspects of a comprehensive information strategy.